

Dealing with harassment The manager's guide

CERN Ombuds

July 2011



CAVEAT

This document is an informal document issued by the CERN Ombuds. It does not represent any notice from the Organisation and should not be considered as an official CERN document. Its purpose is only to provide some help to the persons who wish to read it on a voluntary basis.

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Introduction

Your role as a manager in any workplace is crucial. You should be an example, promote the values of the organization, motivate and inspire your team. In the context of harassment, you may have to adopt different roles depending on the circumstances and this guide will look into your managerial role in the following situations:

- Preventing and responding to harassment;
- Handling complaints;
- Facilitating the Informal Process;
- Supporting the Formal Process;
- Securing longer term support and follow-up.

For the purpose of this document, the term “staff” includes both staff members and non-staff personnel as defined by the *Operational Circular No 9*¹ (hereafter referred to as the *OC 9*). Equally, the term “manager” refers to any staff members that supervises the performance of others and directs their work. Although managers are staff members too, this document concentrates on their managerial responsibilities, which are not applicable to non-managing staff.

“*Dealing with harassment, the manager’s guide*” is a part of the effort by CERN to address disrespectful behavior in the workplace. It should be read together with the *CERN Code of Conduct*, as well as “*Dealing with harassment, the complainant’s guide*” (2011).

¹ Reference of the Operational Circular on Harassment.

1. Prevention and response

Prevention of harassment is the individual and collective responsibility of all staff members, in particular managers at both middle and top levels. You, as a manager, have the capability and the particular duty to ensure that organizational rules, procedures and culture reflect a clear commitment to preventing and responding to harassment.

Staff and management have both similar and different roles and duties, as follows:

1.1 Managers and supervisors

- Creating and maintaining a harmonious working environment, free of intimidation, hostility, offence and any form of harassment and abuse of authority;
- Acting as role models by upholding the highest standards of conduct in order to achieve such an environment;
- Ensuring that staff members who supervise others do not engage in incorrect behaviour;
- Ensuring that all employees are aware of their rights and responsibilities under such a policy, and of the courses of action and sources of support that are available to them;
- Using supervisory processes to examine any perceived concerns about behaviours that might be harassing or offensive, and discussing what action may be needed;
- Taking appropriate measures in the event that they witness any such conduct;
- Ensuring that incidents are promptly addressed, demonstrating fairness, impartiality, and freedom from intimidation or favouritism; (this is response, not prevention).

Role of the managers in prevention and responding to harassment

1.2 Staff

- Promoting and maintaining a respectful and harmonious working environment by behaving in a manner free of intimidation, hostility, offence and any form of harassment or abuse of authority;
- Familiarizing themselves with CERN policies, including an understanding of conduct that constitutes harassment;
- Being aware of the various options and recourses available to them for addressing harassment.

Role of the staff in prevention and responding to harassment

1.3 The Organization

- Ensuring that CERN's administrative and investigative rules, as well as disciplinary action, are clear and applied in a transparent and non-discriminatory manner, regardless of the staff member's function, title, duration of service or contractual status;
- Providing leadership in the prevention of workplace harassment by favouring a climate of mutual respect;
- Providing periodic training for its staff members regarding all forms of harassment.

Role of the organisation in prevention and responding to harassment

1.4 Elements of the prevention process

As a manager who heads a team (unit, section, group, department or any type), you have a strong influence on its performance and the atmosphere in which it works. There are a number of things you can do to help prevent harassment. Some of these involve knowledge-sharing and awareness-raising, others build a climate of trust and respect, which fosters a healthy workplace environment free of harassment. Prevention is a continuous process and one-time intervention is not sufficient.

Fostering respectful work environment is the best way of preventing harassment and abuse of authority

Some of the activities you should undertake in your workplace to increase dialogue and understanding of harassment issues include:

Awareness-raising

As a first step towards dealing with potential harassment, you and the members of your team must familiarize yourselves with the CERN Policy on Harassment, particularly with regard to identifying behaviour, which constitutes any of the forms of harassment mentioned. The most effective form of prevention is awareness. Persons who are aware of conduct that could be construed as harassment are less likely to behave in an offensive manner. Complainants who are aware of their rights and options for remedy will be more assertive in putting a stop to offensive behaviour. Ensure that your role as a manager in situations of harassment is clear to all staff members.

Ensure that everybody in your unit is aware of harassment and how to deal with it.

Regular meetings

You should hold regular meetings in which issues related to harassment are addressed. Such intentional focus on harassment gives a message to all staff members that it is an important topic. Involve staff throughout your unit in the facilitation of such meetings.

Provide regular opportunities to discuss harassment in your unit.

Drop-in time

This is a period of time set aside for staff members, either separately or in a group, to discuss informally but confidentially, with their manager, any concerns they may have about behavior in the team. Sharing information is important and just knowing the opportunity exists to discuss issues may have a positive impact in the workplace.

Drop-in time could be set up formally, for example, on a weekly basis (i.e., Friday 12.00 – 14.00.) during which time staff members could choose to share their concerns with the head of the team. It is usually suggested that the person organizing these sessions is the most senior in the team (if possible, the head of the team). The availability of the same manager/supervisor for each session is extremely important. If this role is taken by several different people, its positive impact could be compromised.

Other promotional materials

Use visual materials to foster understanding and behavioural change, such as printouts from the Code of Conduct. Make sure you have such materials translated into the local languages. Such tools help to keep the awareness level high.

Make your anti-harassment efforts visible.

CERN Code of Conduct ²

Make sure in your discussions to include information on the Code of Conduct that focus specifically on **Integrity** “*A high standard of integrity in the performance of our work and in our relationship with others promotes a culture of trust and responsibility*” and **Diversity** “*CERN's excellence derives from an environment in which the knowledge and perspectives of a diverse workforce are valued and dialogue is encouraged at all levels.*” Such discussions can animate the team and increase staff understanding and awareness of harassment.

Use CERN Code of Conduct as a base

Diversity training/cultural briefings for new staff

Raising the awareness of staff who work with colleagues of diverse backgrounds can contribute towards a more harmonious working atmosphere. Ensure that staff members receive a proper briefing about specificities and sensitivities of the culture in which they work. For example, people from different countries express themselves differently.

Ensure that everyone on your team is aware of cultural sensitivities of your work environment.

² CERN reference on Code of Conduct

Assistance/guidance

Each unit should ensure that all staff members are familiar with the resources that could help them to get more information about harassment and dealing with it (*Appendix 1*).

*Appendix 1
CERN resources to
deal with
harassment*

Check your own attitude

Your own attitude will affect the way you behave and express yourself (verbally and non-verbally) and that will influence the way your team sees you. As a manager, you need to ensure that your message is clear and consistent with your behaviour. Inconsistent messages (e.g. during the meeting you present the Policy on Harassment and encourage everybody to contribute but outside of the meeting you make derogatory remarks about the same policy) send a signal to the staff that the Policy does not need to be respected by your team.

**Manager's attitude
towards harassment
has a significant
influence on the
behaviour of the
team members.**

Equally, the challenge for a manager is to help staff members learn how to foster a positive workplace environment, including practices that resolve differences constructively.

Seek feedback

Make use of the occasions of your visits to your colleagues to get independent views on the prevention mechanism in your unit. You can also get guidance from the Ombuds and Diversity Officer.

**Check how
harassment-proof
your unit is.**

2. Handling complaints

This section covers in detail how to deal with a complainant and the alleged harasser from the perspective of a manager. However, the Policy on Harassment indicates that the complainant or the alleged harasser does not have to consult the manager, and may approach a third party, such as his/her Human Resources Adviser. Anyone, as long as he/she is a staff member, including the concerned parties' managers, can act as the third party, defined as a person who should act in the best interests and with consent of the person whenever possible, mindful of the fact that the best assistance may be to advise the person to take the matter to the Ombuds or file a formal complaint.

**Before handling
complaints
manager has to be
familiar with the
CERN Policy on
Harassment**

The manager should also consult the OC 9³, and ensure that the complainant, and later the alleged harasser, is also aware of its contents.

³Reference on OP 9

2.1 Receiving a complaint

In situations when a member of your staff seeks guidance about harassment, your obligations as a manager are to:

- take the complaint seriously and treat it with impartiality;
- make sure the complainant knows about the Policy on Harassment and the options available;
- respect the complainant and his/her right to choose how to address the problem;
- exercise your managerial position and intervene with the agreement of the complainant. Note that your intervention will be a part of an informal approach;
- approach the alleged harasser to discuss his/her behaviour in cases where you have received complaints from more than one staff member about the same person. You should not mention the complainants' names in such a situation, unless they have authorised you to do so;
- consider options to alleviate the problem, such as reorganizing work teams, recall of the Code of Conduct, general team-building efforts, when only one complainant has approach you and does not want you to raise the matter with the alleged harasser.
- document follow-up actions:

Managers may want to document the follow-up actions taken by them when requested by staff members for informal assistance whilst maintaining the required confidentiality. This will ensure on the one hand that corrective action is taken and, on the other, provides protection to a manager in case the complaint is eventually formalized. With the agreement of the complainant, such documentation may be forwarded as a confidential note to the Ombuds.

Remember that it takes the staff member courage to bring an allegation of harassment to your attention and an inappropriate response could easily destroy confidence.

2.2 Reporting to the Ombuds

There may also be situations in which a staff member decides not to inform you about incidents of harassment, but prefers to deal informally directly with the Ombuds or file a formal complaint. The staff member does not have to bring the harassment complaint to your attention and this should not be misconstrued.

Take every complaint seriously and responsibly but remain impartial.

Documenting your actions may help you maintaining your accountability.

The staff member does not need to inform the manager about his/her contact with the Ombuds or other CERN resources dealing with harassment.

Staff members, including managers, are obliged to report allegations of harassment, sexual harassment and abuse of authority to the Head of the Human Resources [HR] Department if the allegation clearly amounts to misconduct. In providing advice to a complainant who has come to you in your role of manager, it is important to make your own assessment, based on what the complainant has told you, of whether the alleged behaviour might constitute misconduct or not. This is often a difficult judgment to make and you are therefore encouraged to seek advice yourself (without betraying the confidentiality of the complainant) from the Ombuds for example.

At this stage, having provided your advice, the complainant might decide to pursue the informal conflict resolution with you playing the role of the third party or with the Ombuds. It is important that both you and the complainant are aware that should the informal process prove unsuccessful, and the allegations turn out to be more serious than initially anticipated, the complainant should then resort to the formal process.

Another option which the complainant might wish to consider is to describe his/her situation in a confidential note to the Ombuds. The Ombuds will keep the note without taking action until the staff member indicates what should be done with it. The purpose of this note is to give the staff member some support in the personal approach. In approaching the alleged harasser, knowing that if this does not work that he/she can immediately ask the Ombuds for support, may give the complainant more confidence.

2.3 Dealing with the alleged harasser

The perspective of the alleged harasser is rarely talked about but it is equally important. You may want to pay attention to some of the following issues:

- Disrespectful behaviour is not always intentional. The alleged harasser may not be aware of the impact of his/her behaviour on the complainant, or on others generally.
- Being confronted with an accusation is embarrassing, especially when it comes from a supervisor. Reactions may vary from denial, defensive statements to counter-accusations.
- Treating the alleged harasser with respect is important and it does not mean either that you endorse his/her behaviour or that you are judging him/her.
- Remember, you are not undertaking an investigation and you are not necessarily interested in the details. You are

Treating alleged harasser with respect does not imply that you took the side of the alleged harasser.

passing on the complainant's message with authority and your goal is that such behaviour should stop.

Your own attitude towards various aspects of behaviour related to harassment must not influence your conversation with the alleged harasser. For example, you may approach a friend differently than a staff member you dislike. You should be aware of this and ensure that you remain neutral.

Generally, little attention is paid to the perspective of the alleged harasser. Helping the alleged harasser to understand better his/her position may be a significant contribution towards reconciliation.

2.4 Preventing and addressing retaliation

As a manager it is your duty to make every effort to prevent acts of retaliation against the complainant and to monitor and to intervene promptly if there are indications of such behaviour. You may wish to ensure that all staff members are aware of the seriousness of retaliation and that it can lead to sanctions under the Staff Rules and Regulations.

Should you or the complainant feel that the complainant is the subject of retaliation on the part of the alleged harasser, then you should contact the Ombuds, or the Head of HR.

Retaliation is itself misconduct.

3. Choosing an approach

As mentioned earlier, each person has the right to a harassment-free environment and can choose, from the two basic approaches available, the one which suits him/her best:

- Informal dispute resolution
 - Personal action
 - Third party
 - Mediation through the Ombuds
- Formal complaint

Manager can assist the staff member to make an informed choice on how to best deal with harassment.

3.1 The informal approach

Although the informal approach can be a good starting point, the complainant is free to choose whether to start with the informal or formal process. The following paragraphs are intended to provide you, as manager, with the necessary information to assist your colleague to make an informed choice.

Personal action

Informing the alleged offender

One possibility is for the complainant to inform the alleged harasser directly that his/her behaviour, whether intentional or not, is unacceptable and that the behaviour should stop. This might help in cases where the alleged offender is unaware of the impact of his/her behaviour. However, complainants often do not feel comfortable with the personal approach as they do not want to be seen as openly criticizing the alleged harasser. On the other hand, this may be the fastest and most efficient way of dealing with harassment. You can support your colleague in deciding whether or not to try this approach by encouraging him/her to consider the following points:

- The type of harassment;
- The relationship with the alleged offender;
- Risks and possible negative outcomes of the personal approach;
- Emotional strength at a given moment.

For example, it is much more difficult to give direct feedback to the alleged harasser in the case of psychological harassment or abuse of authority. Often such situations are vague and less fact-specific. If the staff member has kept personal notes of the incident/s in which the alleged harassment occurred, this may help him/her to formulate the response.

Third party

According to the CERN policy on harassment, a complainant may contact a third party as part of an informal approach. You may be approached, in your capacity as the staff member's manager, to play this role. You should be aware, however, that a complainant has the right not to bring such matters to your attention, and thus you might only learn of the problem at a later stage, or not at all. This is the staff member's choice, and you should not take offence or intervene without being asked to do so.

As noted elsewhere in these guidelines, if you agree to provide support to a colleague as a third party in the informal process, should the case subsequently be taken up in the formal process, you may, however, be called as a witness.

If possible, the complainant should be encouraged to personally approach the alleged harasser.

The role of the third party is to approach the alleged harasser on behalf of the complainant.

Manager can act as a third party, but the primary role is the one of the « manager ».

As the manager of a complainant, you have specific responsibilities in addressing the situation appropriately, along the following lines:

- Be sensitive and listen carefully to the complainant;
- Be impartial and do not take any party's side;
- Inform the staff member of his/her options in dealing with harassment;
- Address the alleged harasser in a respectful manner and only with the complainant's consent;
- Monitor further behaviour to ensure the alleged harassment stops.

You should also be aware that as a manager, approached by a staff member to play an informal role as third party, you are not expected to:

- investigate the complaint;
- take the complaint lightly;
- take the side of the complainant;
- threaten or punish the alleged harasser.

Furthermore, as manager in such a situation, you should not report the complaint to anybody unless:

- the complainant clearly specifies that he/she would like you to do so; and/or
- the harassment or abuse of authority that is reported by the complainant amounts to misconduct; in such cases you have the obligation to report the allegation to the Head of HR, after having informed the complainant of your intention⁴.

What if the personal approach fails?

In case none of the above personal approaches succeeds – or is not acceptable to the complainant – the choice is then between mediation or to move to the formal approach by filing a formal complaint to the Chair person of the Harassment Investigation Panel [HIP]. The formal approach

⁴ Although the acts of harassment, sexual harassment and abuse of authority *could constitute misconduct*, CERN allows the parties to try to resolve these issues informally. However, if the case involves acts of sexual abuse or violence, such as rape, sexual exploitation or other forced sexual acts, the third party has no choice but to report these allegations to the Head of HR.

engages the investigative mechanisms of the organization and may lead to disciplinary measures.

Mediation

Mediation is a process in which communication between two or more parties of a conflict is limited and they are in a difficult relationship, and can be facilitated by a mediator in an objective and impartial manner. The CERN Ombuds provides support to all staff members. He/she is also at the disposal of User's and other personnel associated with CERN, as long as the alleged harasser works on behalf of CERN.

Mediation is an informal process facilitated by the CERN Ombuds.

Your role as a manager in the process of mediation is simply to facilitate the complainant's contact with the Ombuds (by providing the contact details, opportunity to use phone ensuring privacy).

Other important facts related to the mediation are:

- As a manager you cannot initiate the process of mediation on behalf of the complainant. Instead, you can encourage the staff member to contact the Ombuds directly.
- In situations where the Ombuds is unable to assist personally in the process, he/she can arrange for a facilitator. The complainant will be consulted in advance on the choice. A facilitator can be any staff member with excellent communication and reconciliation skills and integrity.
- No records will be shared with the Personnel File, which is the official file that CERN maintains for every staff member.
- Psychological support to both complainant and alleged harasser during the mediation process is important and available through the psychologist of the Medical Service.

Follow-up on the outcome of mediation

When mediation ends positively, the Ombuds might prepare a note on the agreement reached and give it to each party for his/her own records. This note, however, will not be placed on the personal file of either staff member. The Ombuds continues to monitor the situation for a limited period of time once agreement between the parties has been reached.

Should the mediation fail (denial on the part of the alleged offender, for example), the Ombuds could propose a follow-up to the meeting to see if the problem persists. The complainant may also wish to pursue the formal approach and the Ombuds will inform the complainant on how to proceed with this.

3.2 The formal approach

The formal approach provides the complainant with an opportunity to have his/her complaint investigated and, where the allegations of harassment are substantiated, the alleged harasser can be subject to a disciplinary procedure. At the heart of the formal approach is the Harassment Investigation Panel [HIP].

Harassment complaints may sometimes create tension in a team but this does not mean that the issue should not have been raised at all. Remember, it is the right of every staff member to work in a harassment-free environment.

A detailed account of the investigation process can be found in *“Principles and Procedure Governing Complaints of Harassment”*, OC 9, available from the HR website.

The investigation process

The main purpose of the investigation is to establish the facts concerning the allegation. Investigations often create a difficult atmosphere within the work environment, particularly if confidentiality is not maintained. The staff members involved may experience much pressure which ultimately affects the entire team. Rumours spread fast, staff members involved in investigations are often avoided by other colleagues, and at times, even family members of the victim or alleged offender may find themselves criticized, ostracized or under attack. As the team needs to continue its work, you as manager must address these issues promptly and with sensitivity. This section offers helpful tips.

General role of the manager during the investigation

If you are the head of a team, group or department, you must take steps to foster an atmosphere in which:

- staff members willingly cooperate with the investigation team and respect the due process;
- confidentiality and respect for the investigation process and all involved are understood, accepted and supported by all staff members;

- a rumour control mechanism is put into place;
- psychosocial support is clearly available in case of need.

You must reinforce the above messages by your behaviour and actively encourage those on your team to do the same.

Managing information

Most of the information about an investigation is strictly confidential and cannot be shared. Confidentiality, however, should not be confused with the absence of communication. This absence can create space for rumours which are often a genuine attempt by people to make sense of a certain situation of concern to them. People make assumptions, they test them with others and by doing so they try to create some clarity for themselves. Rumours can never be totally prevented or controlled but they can be reduced by providing minimal but clear information (e.g. – “At this moment I cannot discuss this with you and I ask you to respect that”).

Information which could compromise the integrity of the investigation or due process must never be given out. The HIP is available to help you define what is and what is not sharable.

All managers/supervisors should be seen as impartial and should avoid making judgments and being heard making judgments, about the case. It is important to set an authoritative tone, to give clear direction and foster cooperation and solidarity, not fear.

Attitudes towards the alleged harasser and the complainant

There are various attitudes colleagues adopt with regard to an alleged harasser, ranging from disbelief to strong suspicion of guilt. More often than not, the very fact of an investigation will lead colleagues to believe that the alleged harasser has indeed done something wrong. Some may distance themselves from him/her, from fear of being associated with or implicated in the case. On the other hand, close friends might be defensive of the alleged harasser. Neither of these attitudes respects the procedure.

The same attitudes may be shown towards the complainant and it is not unusual for the complainant to be isolated or ostracized.

You should set an example by adopting the right attitude towards both the alleged harasser and the victim. Keep normal relations with both by not discussing the case but being available for any information or guidance sought. It is the task of the investigation team, not the manager, to investigate and establish the facts.

Psychosocial support

The investigation process can be difficult not only for the alleged harasser and the victim, but also for other staff members in the team. Some may feel disappointed and disillusioned; and some angry, while others may experience anxiety and even fear. One should also think of the pressures on the families.

Every staff member affected has the right to psychosocial support, and within CERN this is provided by the psychologist of the Medical Service. Contact details are provided in the list of resources in *Appendix 1*.

Psychosocial support is provided in the form of counselling at the individual level and of workshops/discussions at the group level. Such workshops or discussions aim to deal with emotions arising from an investigation and can be crucial for good morale in the team. The underlying objective is to support the staff member and not to discuss the investigation. Therefore the psychosocial support should in no way interfere with the investigation process.

Social activities are also an important part of psychosocial support. As much as possible, maintain the usual routine in the team (staff meetings, section meetings, happy hours, etc.).

Disciplinary process

At the end of the investigation, a report is transmitted to the Director General, with copy to the Head of HR, who decides, on the basis of the report, whether harassment has occurred. He shall further decide whether or not to pursue a disciplinary action and/or an administrative action. The Director General shall notify in writing the alleged victim, the alleged harasser and the Chairperson of the HIP of any decision taken. Such notification shall indicate the facts established during the investigation and the opinion(s) set out in the report.

In case the alleged harasser and/or the alleged victim is not a CERN member of personnel, specific dispositions are described in the OC 9.

4. Support and follow-up

This is the last step in dealing with harassment, regardless of which process has been used, and it focuses on:

- rebuilding the team;
- healing broken relationships;
- making the office environment a better one for all.

This takes time and the involvement of all staff members, and you as a manager should take the lead. The Ombuds is available for advice.

4.1 Assess the impact

It is important that you take into consideration how long the informal process or the investigation and disciplinary processes have taken from beginning to end, and who has been involved. For example, when a popular staff member is the subject of allegations or of an investigation, it is possible that the team will be divided and that there may be a strong sense of disbelief and betrayal. Both the alleged harasser and the victim may be vulnerable and need support.

4.2 Create the space to express

It can be hard to forget what has happened and move on. It is important to clear the air, define the new working relationships, and discuss how best to prevent similar situations in the future. Typically, following an investigation, staff members are often not sure how to communicate with colleagues who were involved in the process, and thus may not know how to behave towards them. Because of the need for confidentiality, colleagues may make assumptions about the involvement of various people. If you do not address these issues appropriately, they could lead to difficulties within the team. For these reasons, it is important to allow and encourage staff members to express how they experienced the process and how it affected their work or relationship with CERN.

One option is a team debriefing, which could be done as part of a retreat or team-building exercise. In addition to looking at the past, it should also focus on the future and team empowerment. It is strongly advised that the retreat be facilitated by a person external to the office and experienced in such exercises.

4.3 Facilitate the healing process and set the norms

Like every experience in life, an investigation can also be taken as a learning experience. As a manager, you are in a position to assist in the healing process and at the same time set team or office norms for the future. This involves:

- emphasizing the importance of respect for all;
- taking measures to prevent retaliation against those who claimed harassment or abuse of authority;
- promoting care for the individual staff member, his/her family and the teams;

- helping to improve the working relationships between the parties involved;
- ensuring that prevention mechanisms are in place;
- undertaking a team-building retreat.

There is much more to say about prevention and dealing with harassment in the workplace. We would like to encourage you to use the CERN resources listed in *Appendix 1* for any consultation or exchange of opinions. In *Appendix 2* we list some of the references you may want to consult for your personal interest.

Appendix 2
Suggested reading
and useful
websites



Appendix 1 Resources available internally

The list below contains the functions and services that would have more practical implications for the manager's role in dealing with harassment.

The Medical Service

Email: service.medical@cern.ch **Tel** + 41 (0)22 767 3186
Tel. secretariat: + 41 (0)22 767 8435

The Medical Service is at your disposal for:

- consultations;
 - dealing with the stress and health related problems.
-

The Psychologist of the Medical Service

Email: psychologist-me@cern.ch **Tel** + 41 (0)22 767 6619
Tel. secretariat: + 41 (0)22 767 8435

The psychologist, which is a part of the Medical Service is at your disposal for:

- consultations;
 - advice on dealing with the team and team-building.
-

The Ombuds

Email: Ombuds@cern.ch **Telephone:** + 41 22 767 4456
Mobile: + 41 76 487 0267.

The Ombuds is responsible for:

- providing initial advice in case of possible incidents;
- facilitating the informal process in dealing with harassment and abuse of authority.

The Ombuds is a neutral, independent contact who can provide advice and help to explore options for resolving workplace-related problems and conflicts. Recourse to the Ombuds is strictly voluntary and is treated with strict confidentiality that can only

be waived with the consent of the staff member(s) concerned. However, resorting to the Ombuds will not suspend an administrative decision or the measure that is being challenged.

The Staff Association

Email: Staff.Association@cern.ch **Telephone:** 0041 22 767 28 19
0041 22 767 27 61
0041 22 767 42 24

Mobile: + 41 76 487 0267.

The Staff Association can help you in all matters related to harassment.

The Department of Human Resources (HR)

The relevant contact for each staff member is his/her respective Human Resources Adviser in the HR Department. HR advisers are available for consultations on administrative procedures (i.e., changing the function of the staff member, changing supervisory lines). Only the Head of HR has the authority to issue a formal allegation and define disciplinary measures as appropriate.



Appendix 2: Suggested reading and useful websites

These guidelines attempted to give you the idea of how to manage harassment in CERN and what in particular is your role as a manager in dealing with it. The list below contains some suggested readings that may increase your understanding of harassment.

Books

Adult Bullying: Perpetrators and Victims, Peter Randall, Routledge, Taylor and Francis Group, 1999

The Bully at Work: What you can do to stop the hurt and reclaim your dignity on the job, Gary Namie and Ruth Namie, Sourcebooks, Inc. 2003

Taming the Abrasive Manager. How to End Unnecessary Roughness in the Workplace, Laura Crawshaw, Jossey-Bass, A Wiley Imprint, 2007

The Art of Conflict or How to Stay Zen, Brigitte I.Kehrer, Janus Publishing Company, London, England, 2009

Qui a Peur du Harcèlement Sexuel? Des femmes témoignent, Véronique Ducret, Georg Editeur, 2010

Managing Workplace Bullying, How to Identify, Respond to and Manage Bullying Behavior in the Workplace, Aryanne Oade, Palgrave Macmillan, 2009

Websites

www.bullyinginstitute.org

www.bullyonline.org

www.non-c-non.ch

CERN relevant documents

CERN Code of Conduct, June 2010